Supporting the
USDA 360 Assessment Program
as an AgLearn 360 Process Manager

Contents

Overview of the 360 Assessment Program

The 360 (or as SuccessFactors calls them the Multi-Rater) Competency Assessments allow for a full 360 degree assessment for users. AgLearn provides the capability for participants to be rated on a profile of competencies, by rater types including the user, supervisor, subordinates, peers, or custom types. Rater assessment weights, rater nomination settings, and approval processes have been configured for you. Your job as an **AgLearn 360 Process Manager** will be to initiate the assessment process for each user group and to manage and track the assessment process until each user has received a feedback report.

Terminology

Throughout this course, we will refer to the person being assessed as the **Participant**. We will refer to those completing surveys as **Raters**. Direct Reports in AgLearn are referred to as **Direct Subordinates** and co-workers are referred to as **Peers**.

The Assessment Survey

The USDA Talent Management Project Group has selected the competencies and the rating scale for each of the employee groups that will be assessed. The competency profiles are as follows:

- Executives
- Managers
- Supervisors
- Team Leaders and Project Managers
- All Employees

An assessment has been designed for each level and includes the core competencies for that level and a sampling of additional competencies from the next levels down. Integrity/Honesty and Interpersonal Skills are assessed at all levels. Each assessment contains the competencies shown in the table below.

	Core	Additional by Level	All Levels
Executive	1. Entrepreneurship 2. External Awareness 3. Vision	4. Creativity and Innovation 5. Developing Others 6. Financial Management 7. Partnering 8. Political Savvy 9. Strategic Thinking 10. Technology Management	11. Interpersonal Skills 12. Integrity and Honesty
Manager	1. Creativity and Innovation 2. Financial Management 3. Partnering 4. Political Savvy 5. Strategic Thinking 6. Technology Management	7. Accountability 8. Conflict Management 9. Developing Others 10. Human Capital Management	11. Interpersonal Skills 12. Integrity and Honesty

Supervisor	1. Accountability 2. Conflict Management 3. Developing Others 4. Human Capital Management 5. Leveraging Diversity	6. Decisiveness 7. Influencing and Negotiating 8. Resilience 9. Team Building 10. Technical Credibility	11. Interpersonal Skills 12. Integrity and Honesty
Team Leader/Project Manager	1. Decisiveness 2. Influencing/Negotiating 3. Team Building 4. Technical Credibility	5. Continual Learning 6. Customer Service 7. Flexibility 8. Oral Communication 9. Problem Solving 10. Written Communication	11. Interpersonal Skills 12. Integrity and Honesty
All Employee	1. Continual Learning 2. Customer Service 3. Flexibility 4. Oral Communication 5. Problem Solving 6. Public Service Motivation 7. Resilience 8. Written Communication		9. Interpersonal Skills 10. Integrity and Honesty

Once the assessment process is initiated, participants will see a task on their AgLearn To-Do List to Nominate Raters for their 360 Assessment. Each participant will have an opportunity to nominate their supervisor, their subordinates, and at least four peers to complete the assessment survey. Participants will be directed towards a Nominating Raters job aid (be sure to click **OK** to open the job aid) to help them complete the nomination process. You may want to keep a copy of this job aid in case you are asked for support.

Once the participant has submitted their nominated raters, each rater will receive an AgLearn notification asking them to login to AgLearn and launch the assessment survey. A sample of an assessment survey is shown below.

Figure 1 - Sample Assessment Survey

Tracking Progress

Raters will receive a notification when it is time to complete an assessment. The notification will also contain a Completing The Assessment job aid. This job aid (or the html link to it) should also be easily accessible by you as you support raters.

As each rater completes a survey for a participant, you'll be expected to track the progress in the assessment process record and alert the Agency 360 Program Manager of any raters who may be delinquent in meeting the established deadlines. You'll also be expected to document this progress weekly when you meet with the AgLearn TMS Support Team. A sample of a 360 Status Document is included in Appendix A –TMS Agency Status.

Figure 2 - Status tab of the Assessment Process Record

Printing Reports

Once the raters have rated the selected users on each of the competencies included in the survey, the results can only be seen by the participant when he/she meets with the feedback facilitator and examines the 360 assessment report. This assurance of anonymity is guaranteed by the settings in the Assessment Process record. You'll learn more about the record in the next section.

When all raters (or at least the minimum required number of raters) have completed their surveys, you'll be able to generate the USDA 360 Assessment Report for each participant. Once all reports have been forwarded to the Agency 360 Program Manager, your final task will be to close out the assessment process.
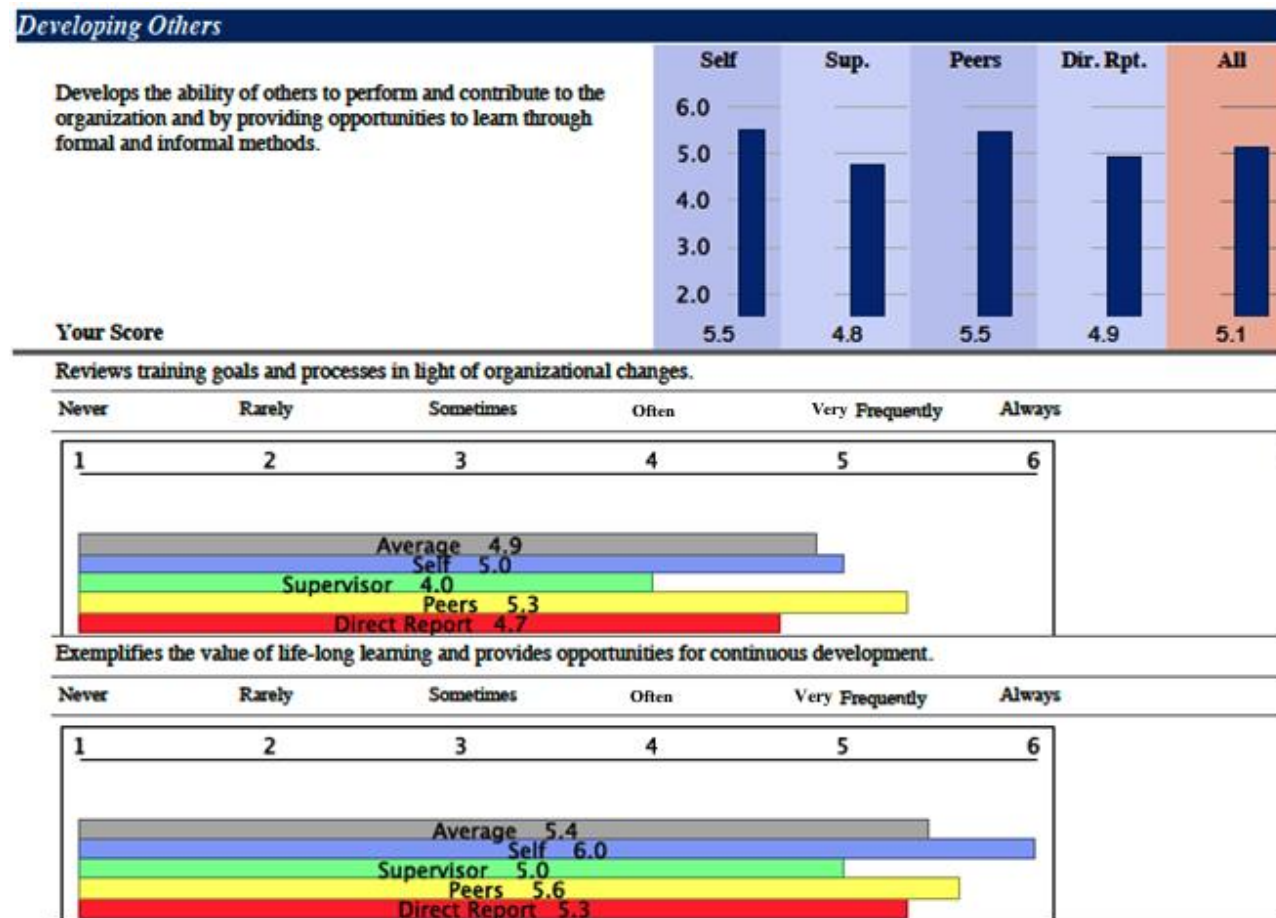

Figure 3 - Sample 360 Assessment Report

The AgLearn 360 Assessment Process

The AgLearn TMS Support Team

Managing a 360 assessment process may seem a bit overwhelming at the onset, especially if you've never managed a process like this in AgLearn before. The AgLearn TMS Support Team was established to ensure that process managers understand their assigned duties and have access to subject matter experts when questions arise. As a first time Process Manager, you'll meet with the team on a weekly basis to receive guidance on how to communicate with your participants about the process and to report on their progress. Your initial meeting with the team will include an overview of the process as well as an opportunity to ask any questions before you begin.

Getting Started

The first step you'll take as an AgLearn 360 Process Manager is to meet with the Agency 360 Program Manager (POC). The Agency 360 Program Manager will be your point of contact for most questions about your agency's 360 program. The Agency 360 Program Manager will supply the information about the process configuration:

- Which assessments will be used (Executive, Manager, Supervisor, etc)
- Date each assessment process will start
- Date when rater nomination should be completed (recommended time is one week after the process start)
- Date each assessment process will end (recommended time is three weeks after the process start)
- When completion reminders should begin and how often they should be sent
- Name, email address and associated assessment for each participant (please review Matching Participants to the Appropriate Survey) to learn how to place participants in the correct process)

The Status Document

Before you launch your first 360 Assessment Process, you'll meet with the AgLearn TMS Support Team. You'll meet weekly with the team throughout your 360 process until the last participant has received his/her feedback session and the process has been closed out. During the first of these weekly meetings, the team will review the tasks, roles, and responsibilities of a 360 Process Manager. You'll receive an Excel spreadsheet called a Status Document which will help you keep track of all of the elements of your 360 processes. A sample Status Document is provided in Appendix A –TMS Agency Status Document .You'll be responsible for updating this document and sending it off to the AgLearn team prior to each weekly meeting so that you can discuss how your participants are moving forward and identify if any actions need to be taken to encourage users to complete surveys. As you encounter issues or questions during the week, feel free to contact the team with your questions. You don't need to wait until the status meeting to ask your questions.

Self-Registration?

During your first status meeting, the TMS team will want to know if you plan to use a self-registration process to determine which participants will be entered into your available processes, or if the arrangement of participants in each process has already been determined. If you plan to schedule multiple processes and want to allow participants to select the process that is most convenient for them, you'll need to create scheduled offerings for each of your processes and allow extra time for each process that will allow self-registration.

Setting up a scheduled offering for each process is a matter of "walking backwards" in time, making sure that the cut-off date for registration is at least a week before your welcome communication date. (See Appendix A –TMS Agency Status Document). The item ID you'll be creating a scheduled offering for is the same as the requirement item ID (**USDA-360-SA** for a supervisor process, **USDA-360-MA** for a manager process and **USDA-360-EA** for an executive process). *When scheduling, be careful to place the scheduled offering record in your agency domain and be sure to place the offering in*

your agency catalog so that only your employees can register for it. Advertise the offerings (you can use direct links in an email), and use the roster for each offering to build your User tab in the process record. (See Building the Assessment Process Record). When your participants complete their feedback session, you'll record completions and the participants will receive credit. (See Recording Completions of the Requirement Item).

Welcome Email and Orientation Webinar

During your first status meeting, the TMS team will discuss the Welcome email and the Orientation Webinar. The welcome email is usually created and distributed by the Agency POC before the assessment process begins. It welcomes the participants to the 360 process and provides information on what the participants can do to prepare for their 360 assessment. It also provides a direct link to registration for an Orientation Webinar. A sample of a Welcome Email is included in Appendix B – Sample Welcome Email.

Hosting an Orientation Webinar is strongly recommended. After many soft launches, we've learned that users who attend the webinar have much fewer technical "issues" with the process. PowerPoint slides are available to you with full speaker notes. Contact Kathy Fallow if you wish to use these slides to set up your own webinar. It is recommended that the orientation webinar be held shortly before the process is initiated.

The Assessment Process Record

Activities in the Assessment Process are governed by the Assessment Process Record. Parameters set in the Assessment Process record determine when a survey will run, for how long, and who the participants will be. Notifications settings within the process record determine which participants receive email reminders and when. The assessment process record ensures that participants of the evaluation process are notified of their role and reminded when they have not completed a required task before it is due.

Matching Participants to the Appropriate Survey

The USDA Leadership Competency Framework has identified competencies designated as "core competencies" at each of five levels in the USDA hierarchy: All Employees, Team Leader, Supervisor, Manager, and Executive. Before you build your Assessment process record, you'll need to determine which survey will be assigned to each of your participants by placing them into the hierarchy. It is critical that USDA employees be assessed at the level most closely aligned with the current position at USDA. Here's how to determine which group you'll need to align with your participants:
Executive – Executive survey processes should include only SES employees. No one other than SES employees should be assessed with this survey.
Manager – Manager processes should include only participants who supervise employees who are also supervisors themselves. Managers are supervisors of supervisors.
Supervisor – Supervisor surveys should be aligned with participants who have at least one direct report. None of the supervisor's reports are supervisors of others.
Team/Project Leader – This process should include participants who do not supervise others (they have no direct reports in AgLearn), but do lead or manage teams and/or projects.
All Employee – This process should include participants that do not align with any of the other stated groups above.

Assigning Out of Role Surveys

Agencies that wish to assign assessment surveys to employees who do not match the intended role, can still so, but they must use a different instrument to do so. If your agency wishes to assign "out of role" assessments to your employees, please see Appendix .

Building the Assessment Process Record

When building the assessment process record, it is critical that the record fields are configured correctly. That is why the AgLearn TMS Support Team has created process record templates for you to copy. Please used these record templates to create your 360 process records each time you create a new 360 process record.

Building an assessment process record by copying a template will ensure that you modify **only** the fields that control your survey. *It is critical that you do not change any of the settings on the Options tab of the Assessment Record*. These settings preserve anonymity and changing them could risk that protection. A job aid, called Building the Assessment Process Record is available to step you through the process of creating your assessment process record.

Start by first searching for all Assessment Process records that have an ID that **contains** the word TEMPLATE. These records will be in a **Not Started status** and are in the **PUBLIC** domain.

Figure 4 - Assessment Process Record

You'll find ten processes listed, one for each of the 360 process populations (All Employee, Team Leader, Supervisor, Manager and Executive), and also one for each Out of Role Assessment (ID begins with OOR) process you may wish to run (See Appendix C – Assigning Out of Role Assessment Surveys to Employees) for more information on Out of role Assessments).

Process ID ▾			Title	Assessment Survey ID	Start Date	End Date
USDA-TPLDR-360-TEMPLATE	🔍	📝	USDA Team Leader 360 Survey	USDA-TPLDR-360-SURVEY	2013-10-01 00:00:00.0	2013-10-22 00:00:00.0
USDA-SUPV-360-TEMPLATE	🔍	📝	USDA Supervisor 360 Survey	USDA-SUPV-360-SURVEY	2012-11-19 00:00:00.0	2012-11-21 00:00:00.0
USDA-MGR-360-TEMPLATE	🔍	📝	USDA Manager 360 Survey	USDA-SUPV-360-SURVEY	2014-10-01 00:00:00.0	2014-10-22 00:00:00.0
USDA-EXEC-360-TEMPLATE	🔍	📝	USDA Executive 360 Survey	USDA-EXEC-360-SURVEY	2014-10-01 00:00:00.0	2014-10-22 00:00:00.0
USDA-EMPS-360-TEMPLATE	🔍	📝	USDA All Employee 360 Survey	USDA-TPLDR-360-SURVEY	2014-10-01 00:00:00.0	2014-10-22 00:00:00.0
OOR-TPLDR-360-TEMPLATE	🔍	📝	Out of Role Team Leader 360 Survey	OOR-TPLDR-360-SURVEY	2015-10-03 00:00:00.0	2015-10-24 00:00:00.0
OOR-SUPV-360-TEMPLATE	🔍	📝	Out of Role Supervisor 360 Survey	OOR-SUPV-360-SURVEY	2015-10-03 00:00:00.0	2015-10-24 00:00:00.0
OOR-MGR-360-TEMPLATE	🔍	📝	Out of Role Manager 360 Survey	OOR-MGR-360-SURVEY	2015-10-03 00:00:00.0	2015-10-24 00:00:00.0
OOR-EXEC-360-TEMPLATE	🔍	📝	Out of Role Executive 360 Survey	OOR-EXEC-360-SURVEY	2015-10-03 00:00:00.0	2015-10-24 00:00:00.0
OOR-EMPS-360-TEMPLATE	🔍	📝	Out of Role All Employee 360 Survey	OOR-EMP-360-SURVEY	2015-10-03 00:00:00.0	2015-10-24 00:00:00.0

As you add users to the process, make sure each has an email address and supervisor in AgLearn. If not, you'll need to edit the record and add the fields. Likewise, if you know that the associated supervisor for any user is incorrect, you should make the change prior to adding the user to the assessment process.
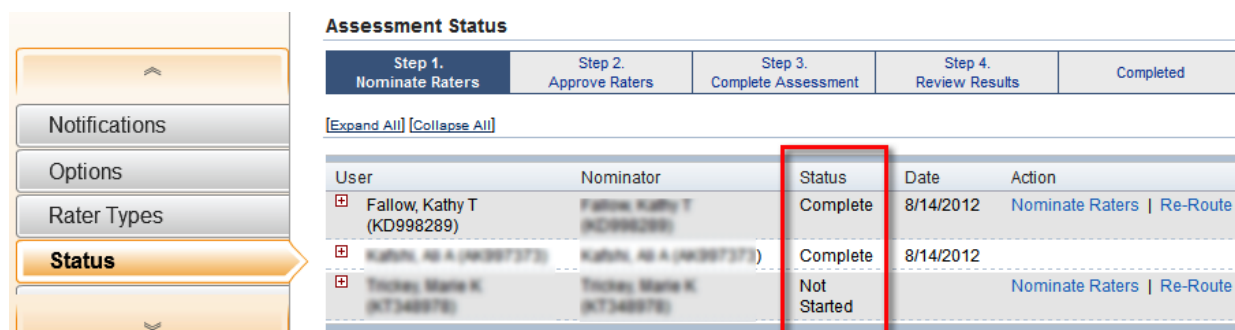
Monitoring the Assessment Process

Once the process is initiated, you'll need to check it regularly for progress. Are participants nominating their raters? Are assessments getting completed? The following instructions identify specific elements that must be completed and ways you can help to ensure completion.

Rater Nomination

On the last day for rater nominations (usually one week after initiation), check to see if all participants have completed their nominations. Here's how:

Select the **Status** tab of the Assessment Process record. Be sure that Step 1 Nominate Raters is the step that is highlighted. Check the status column for any users that display a "**Not Started**" status.

Figure 5 - Checking the Status of Rater Nomination

Send an email reminder to these users with the subject "*Rater Nomination for USDA 360 Survey*" and the following suggested text. Place your name and email address as a point of contact.

"*Today is the deadline for nominating your raters for the 360 Assessment process. Our records show that you have yet to nominate your raters. Please login to AgLearn as soon as possible and complete your nominations so raters have ample time to complete these assessments. If you have any questions about your nominations, please contact [name]@usda.gov*".

Send this email on the date of the rater nomination deadline. Give participants two days to respond then report any participants that have still not nominated raters to the Agency 360 Program Manager.

Participants may be having trouble nominating raters in AgLearn. If you wish, you can offer assistance by volunteering to walk them through the process or by completing the process for them. In Figure 5 above, select the participant's corresponding **Nominate Raters** link, then follow the procedures in the Nominating Raters for the USDA 360 Assessment job aid.

Checking for External vs Internal Raters

As participants nominate raters, has anyone entered a USDA email address for an external peer? Here's how to check.

Figure 6 - Status Tab of the Assessment Process Record

1. From the Assessment Process record, select the **Status** tab, then expand the list of nominated raters (1). Names of USDA employees should all be listed with their associated AgLearn IDs. Are any USDA employees listed with an associated USDA email address instead? (2)? If so, takes these steps immediately:

2. Contact the rater immediately and tell them not to try to complete the survey. Tell them you will need to remove them from their current position and place them in an internal rater position. Let them know that they will receive an email telling them that their input is no longer needed (this will happen when you remove them as an external rater). After that email, they will receive a second email asking them to login to AgLearn and complete the survey that appears on their To Do List.

   Here is the recommended text that should be sent to these raters as a **BCC**. (Mail the email to yourself, with the raters in the BCC area).

   Subject: 360 Assessment Request for [Participant name],
   You are receiving this email because you should have recently received an email from
   AgLearn.System@ocio.usda.gov, asking you to complete a 360 assessment for [Participant Name].
   Unfortunately you were added as an external rater (non-USDA employee) and the instructions you receive will not be correct. I am in the process of changing your rater category so that the request for a survey appears on your AgLearn To Do List.

   - *You will receive an email telling you that your input is no longer needed. **Please ignore this email**.*
   - *You will receive a second email asking you to login to AgLearn to complete your survey. This is the request that you should follow.*

   If you have any questions about this process, please don't hesitate to contact me.

   [Be sure your phone number is in your email signature]

3. Open the process record and select the Status tab as in Figure 6. Find the participant with the incorrect rater and select the corresponding **Nominate Rater** link. Next to the Peer section, select the **Edit** link. Remove the rater with the incorrect external address; then select add one or more from list link to add the rater back in as an internal rater. Be sure to finalize your selection by clicking the **Finish**, **Submit**; then **OK** buttons.

Ensuring all Raters get Notifications

Participants may contact you, reporting that their nominated raters never received a notification to begin the assessment. Check the assessment process. Is this an internal user (a USDA employee)? If so, check the email address that is stored in the AgLearn user record. Does it match the address listed in Outlook? If not, update the user record with the correct email address; then email the rater using the following suggested text:

Subject: Invitation to Complete the USDA 360 Assessment

You have been asked to complete the following assessment, which will be used by the following individual for his/her developmental planning:

Participant: [enter name of participant]
End Date: [enter deadline date for the assessment process]

Instructions are provided in the assessment and, in more detailed form, in the following job aid.
https://aglearn.usda.gov/customcontent/AgLearn/JobAids/User/CompletingTheUSDA360Assessment.pdf

Completing the assessment typically takes about 20 minutes.

Please log into AgLearn to complete the assessment at your earliest convenience. Your assessment must be completed by the date above.

Please contact me if you have any questions.

Ensuring Sufficient Number of Peer Raters

Did everyone nominate at least 3 peers? Our job aid recommends nominating four. If the user nominated less than 3 however, contact them and ask them if they would like to nominate someone else so that Peers will be reported as a distinct category in the feedback report. Suggested text:

"Subject: USDA 360 Assessment Raters

[Name],

In reviewing AgLearn records, I noticed that you nominated only {number] people in the category of "peer". Our guidance suggested that you nominate at least 4 peers. While this is not mandatory, I wanted to be sure that you had the opportunity to nominate enough people in each category to report on this category.

Please let me know if I can help you by adding additional raters as peers.

Ensuring Sufficient Number of Direct Report Raters

Did everyone nominate at least 3 direct reports? Our job aid recommends nominating four. If the user nominated less than 3 however, contact them and ask them if they would like to nominate someone else so that Direct Reports will be reported as a distinct category in the feedback report. Suggested text follows:

"Subject: USDA 360 Assessment Raters

[Name],

In reviewing AgLearn records, I noticed that you nominated only {number} people in the category of "direct report". Our guidance suggested that you nominate at least 4 direct reports. While this is not mandatory, I wanted to be sure that you had the opportunity to nominate enough people in each category to report on this category.

Please let me know if I can help you by adding additional raters as direct reports.

Removing Raters

A rater may contact you, asking you to remove him/her as a rater. Reply to the user's email with text such as "I'll take care of that immediately. Please be on the lookout for an email confirming that your input is no longer needed." Then edit the assessment process record, select the **Status** tab, locate the rater in the **Nominate Rater** status section, and edit the raters to remove this rater.

1. Edit the Assessment Process record.
2. Click the **Status** tab.
3. Locate the participant associated with the rater.
4. Select the corresponding **Nominate Raters** link.

User	Nominator	Status	Date	Action
⊞ Fallow, Kathy T (KD998289)	Fallow, Kathy T (KD998289)	Complete	8/28/2012	Nominate Raters | Re-Route
⊞ Lowe, Chris J (CLZ186983)	Lowe, Chris J (CLZ186983)	Complete	8/28/2012	Nominate Raters | Re-Route

5. Locate the rater's group and select the corresponding **Edit** link.

Nominate Raters

Rater Type	User ID	User Name	Status	Action
⊞ Supervisor			Total of 1	
⊞ Subordinate			Total of 3 (3 Min , No Max)	Edit
⊞ Self			Total of 1	
⊞ Peer			Total of 2 (4 Min , No Max)	Edit
⊞ Customer			Total of 2 (No Min , No Max)	Edit

6. Check the raters corresponding **Remove** check box.

User ID	User Name	Remove
LM997989	Miao, Larry	☐
BS996968	Stine, Brad	☑

7. Click **Remove**.

Remove
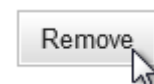
8. Click **Finish.**

Finish

9. Click **Submit**.

Submit

10. Click **OK**.

Self Assessments

Check on the progress of raters regularly during the assessment process period. Initially, this may be every other day or two, but as the deadline for assessments draws near and passes, you should be checking daily. Be sure to keep the Agency 360 Program Manager apprised of nomina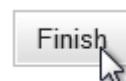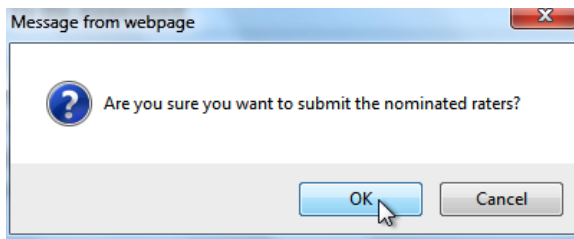tions and assessments that aren't getting done. Remember, participants need to rate themselves as well. Have all the participants completed their self assessment? If not, they will be getting reminders towards the end of the assessment period, but you may want to check on participants that are approaching the end of the assessment process period without having completed a self assessment. Suggested text:

"*Subject: USDA 360 Self-Assessment*

Our records indicate that you have not yet completed your self assessment for the USDA 360 assessment process. The process period is soon ending. Please login to AgLearn, select the Item for your self assessment on your To Do List and complete the survey as soon as possible. A job aid for completing the assessment survey can be found here:

https://aglearn.usda.gov/customcontent/AgLearn/JobAids/User/CompletingTheUSDA360Assessment.pdf

If you have any questions about the self assessment or need assistance in completing the questions, please contact me at [your email or phone number]. "

Contractors as 360 Assessment Raters

As of April 2015, nearly half of all USDA contractors have selected federal employees as their supervisors in AgLearn. Technically, of course, this is not accurate, as contractors are not federal employees. The practice is common, however, to allow federal employees to view activities of their contracted staff, such as the completion of Information Security training. Until this practice is discontinued, however, contractors identified in this manner will appear as direct reports of a participant in their 360 process. Team AgLearn recommends that you caution participants, during your orientation webinar, against selecting contractors as direct report raters, as their assessment ratings may skew the results of the participant's actual subordinates.

After the Deadline

Once the deadline has passed, you'll need to check the Completion status of all participants and report it to the Agency 360 Program Manager. In order to meet the customer service turnaround time standards for 360s, it is important to identify quickly, those participants who do not have the following assessments needed to run a 360 report.

1. A completed supervisor assessment
2. A completed self-assessment
3. At least 3 completed peer assessments
4. At least 3 completed subordinate assessments.

By sending emails on the day after the deadline, you can process responses and still have a day or so to make phone calls if necessary to those who did not comply

Missing Supervisor Assessments

On the day AFTER the survey deadline, identify all supervisors who failed to complete a survey for their direct report. Send an email (or you can use an ad hoc notification in AgLearn) to each supervisor with this suggested text:

Subject: USDA 360 Assessment needs your input

Our records indicate that you have not yet completed an assessment of one of your direct reports for the USDA 360 Assessment. The deadline for this feedback was yesterday. As a supervisor, your input is critical for a complete 360 assessment. Please login to AgLearn and complete the survey so that we can close out the process for this employee.

If you have any questions, please contact me at [your email address].

Thank you

[Your name and contact information]

DO NOT attempt to contact supervisors more than once. If supervisors fail to respond to your initial email after the deadline, alert the Agency 360 Program Manager.

Missing Self Assessments

At deadline, there may still be a few participants who neglected to complete a self evaluation. On the day after the deadline, send an email to each of them with the following suggested text:

"*Subject: USDA 360 Self-Assessment*

Our records indicate that you have not yet completed your self assessment for the USDA 360 assessment process. The process period is soon ending. Please login to AgLearn, select the Item for your self assessment on your To Do List and complete the survey as soon as possible. A job aid for completing the assessment survey can be found here:

https://aglearn.usda.gov/customcontent/AgLearn/JobAids/User/CompletingTheUSDA360Assessment.pdf

If you have any questions about the self assessment or need assistance in completing the questions, please contact me at [your email or phone number]. "

Partially Completed Surveys

Raters may contact you, certain that they completed the survey and are annoyed that they are still getting email reminders. This happens because the rater did not click the final three buttons when they worked on the survey, to submit and confirm their answers. First, check the assessment process record to confirm the rater's survey status is "Not Complete". Next, change your related user to the rater's AgLearn ID and view their Home Page to confirm that the survey is still on their To Do List. (Don't forget to change that AgLearn ID back to your own!) Send an email to the rater with the recommended text:

Subject: USDA 360 Assessment Still in Incomplete Status

The reason you are still getting reminders to complete the USDA 360 assessment, is that the survey is still on your To Do List. It is possible that when you reached the end of your survey, you did not click the following three buttons:

1. *Submit*
2. *Confirm*
3. *Return*

If you login to AgLearn, you may find that your previous answers were saved, and you simply need to click those three buttons to confirm your submitted responses. Steps 9-12 of the [Completing the USDA 360 Assessment](#) job aid will help you to confirm your answers and submit your survey.

Please contact me at the number below if you have any questions.

[your name and phone number]

Testing for Partially Completed Surveys After the Deadline

After the deadline, your review of the assessment process record may show a number of raters with a "Not Complete" status. Before you print the report for this individual, it's a good idea to test for partially completed surveys. (*See section Partially Completed Surveys*). Testing for partially completed surveys involves examining both the Complete Assessment and the Nominate Raters column of the Status tab. Raters who launched, but did not submit a survey, will have a
"Not Complete" status, but will **not** have a "Remove" check box next to their name on the Edit Nominated Raters screen (see below). This means their feedback won't show up on the report. Because you want to ensure that participants receive all the feedback that was intended for them, it's important to identify which surveys were actually never launched and which may be mostly completed, but not submitted. Here's how:

From the **Status** tab of the Assessment Process record:

1. Click **the Step 3 Complete Assessment** Column
2. Expand the participant's listing
3. Jot down the names of the peers and subordinates who have "Not Complete" ratings as in Figure 7 below.

Figure 7 - Raters with Surveys "Not Complete"

4. Click the **Step 1 Nominate Raters** column
5. Select the participants corresponding **Nominate Raters** link
6. Select the Rater Type **Edit** link as in Figure 8 below.

Figure 8 - Select the Edit link to remove raters

7. Scroll down to the **Edit Nominated Raters** section
8. Make note of any users who were listed in Step 3 as "Not Complete" *but do not* have a Remove check box. These are the raters that have partially completed surveys.

Raters that launched the survey, but did not properly submit the survey, will *not* have a Remove check box next to their name, indicating that the rater began the survey but did not finish it. Before you print the report for this participant, contact these raters and inform them of the problem. Ask them to please complete and/or submit the survey. You may want to attach the Completing the USDA 360 Assessment Survey job aid. Sample text might include:

Last month you were nominated as a rater to complete a 360 assessment for [participant name]. Our records indicate that you opened this assessment, but did not complete the assessment. That is why you may continue to receive the email reminders to complete the assessment.

Your feedback will be very helpful for [participant name]. Please take a moment to complete and submit this survey If you have any questions, please contact me via email or at the phone number below.

I've attached a job aid for your convenience.

Thank you!
[Your name and phone number]

Some raters will respond to your email and submit their survey. Those that do not respond can be removed from the process after all reports have been printed (see **Final Checks and Activities**).

Turning Off Notification Reminders

Discuss with your Agency 360 Program Manager when survey reminders should cease to be sent to all raters with a Not Complete status. To turn off Notification Reminders:

1. Click the **Notifications** tab of the Assessment Process Record.
2. Clear the **Remind the Rater** check box.
3. Click **Apply Changes**.

The USDA 360 Assessment Report

The USDA 360 Assessment report is broken into sections with each section designed to help the participant gain additional insight into the feedback provided by the raters. The data in each section are presented as graphs.

Keep in mind, there must be at least 3 peer and 3 subordinate responses to list results separately for those groups. The assessment groups are abbreviated as follows:
- SELF – the participant's self assessment
- SUPV – the participant's supervisor
- PEER – the people the participant identified as peers
- DRPT – the people the participant identified as direct reports (called subordinates in Aglearn)

The participant (SELF) and supervisor's (SUPV) ratings appear separately throughout the report. However, to preserve anonymity, ratings by peers and subordinates are displayed as separate groups only if at least three respondents from each group completed the assessment.

Printing Reports – Before the Deadline

You can save yourself some time and effort by printing certain reports before the deadline. Here are the conditions that must be met:

1. **All** nominated raters for a participant have completed surveys (including self and supervisor)
2. Three or more of the nominated raters are peers
3. Three or more of the raters are direct subordinates

If **all three** of the above conditions are met, run the **USDA 360 Assessment Report** for the participant. Keep in mind; you can only print this report before the deadline if **all** of the above conditions are met.

Printing Reports After the Deadline

Once the deadline for submitting surveys has passed, you may find that not all of a participant's raters have submitted a survey. Remember that all raters receive email reminders, starting one week before the deadline, and will continue to receive those reminders until you turn off the notifications. If raters haven't responded by now, they probably won't be submitting a survey. Review the status section of the process (**Step 3 Complete Assessment**), to determine the number of raters in each category. The following four conditions must be met before you can print the **USDA 360 Assessment Report** after the deadline.

1. The participant completed a survey (Self)
2. The participant's supervisor completed a survey (Supervisor)
3. 3 or more direct subordinates completed a survey
4. 3 or more peers completed a survey

If all four conditions have been met, remove the rest of the nominated raters **before** you print the report. (See *Testing for Partially Completed Surveys After the Deadline*) It's important to do this before you run the report, because some raters who appear as "Not Complete" may have actually completed surveys, but neglected to submit them. Be sure to complete the actions in *Testing for Partially Completed Surveys After the Deadline* section to ensure you've provided the participant with all of his/her intended feedback.

Insufficient Raters in One or More Categories

If any one of the four conditions above has not been met, you **must not** print the USDA 360 Assessment Report and may need to take action, depending on which condition has not been met.

1. **If the self survey is incomplete** – send an email to the participant. Follow up with a phone call if you don't get a reply to the email. If the user cannot be reached, contact the Agency 360 Program Manager for guidance.
2. **If the supervisor survey is missing** – review the **Missing Supervisor Assessments** section. Send an email to the supervisor as illustrated in the ***Missing Supervisor Assessments*** section. If the supervisor does not respond to that email, contact the Agency 360 Program Manager for guidance. Do **not** contact the supervisor further.
3. **If you have fewer than three direct subordinates or peers** with completed surveys– here's where you'll need to do some research, because it may be that one or more raters actually did complete the survey, but neglected to submit it. As you learned in the ***Testing for Partially Completed Surveys After the Deadline*** section, raters that began the survey but did not submit it will not have a "Remove" check box next to their name. Send the email as indicated in that section. You may want to follow up with a phone call.

If you determine after checking each of the raters, that you have a self and supervisor survey, but you will not receive at least 3 peers and 3 direct subordinate surveys, these two categories will have to be reported as a single category called "Others" to preserve anonymity. That means that you will need to run the **USDA 360 Assessment Combined Rater Categories** report.

Which Report to Run

After all your efforts and email and phone calls, it's time to print the report with the data you have. Here's a table to help you determine which report to run.

Report to be Run	Self	Supervisor	3 or More Peers	3 or More Subordinates
USDA 360 Assessment Report	x	x	x	x
USDA 360 Assessment Report	x	no	x	x
USDA Assessment Combined Rater Categories	x	x	no	x
USDA Assessment Combined Rater Categories	x	no	no	x
USDA Assessment Combined Rater Categories	x	x	x	no
USDA Assessment Combined Rater Categories	x	no	x	no

Figure 9 - 360 Report for Various Situations

Running the USDA 360 Assessment Report

1. From the Reports area, enter **360** in the search box, and select only the **Miscellaneous** category.
2. Select the report you wish to run, either the **USDA 360 Assessment Report** or the **USDA 360 Assessment Combined Categories Report**.
3. In the User field, search for or enter the participant's AgLearn ID.
4. In the Process Id field, enter the **Assessment Process ID** of the participant's Assessment Process record.
5. Leave the Report Destination as **Browser**.
6. Change the Report Format to **PDF**.
7. Click **Run Report**.
8. Save the PDF file with the following naming convention:
   FirstNameLastNameAssessment360
   Examples: JaneDoeSUPV360, JohnSmithEXEC360
9. Attach the PDF file to an email message and send to the Agency 360 Program Manager. Be sure to include the following information in your email:
   a. Type of report – Standard Report or Combined Categories
   b. Any rater category that may have been over-represented (ex: far more peers than subordinates, no supervisor, etc)

Note: Be sure to save all of the PDFs in a folder during the assessment process, just in case the facilitator requests a second copy. The location of the folder (your PC or a shared Network drive) should be decided by the Agency 360 Program Manager. After all facilitation sessions have been completed, consult the Agency 360 Program Manager as to whether your copies should be maintained or deleted.

Also, be sure to complete the steps in the **Final Checks and Activities** section soon after you finish running all the reports. Nominated raters who failed to complete a survey will continue to see them on their To Do lists until you perform your final actions to "clear out" all surveys.

Touching Base with the Agency 360 Program Manager

As you complete the reports, it's a good idea to document your progress in your Status Document. That way you'll have an "at a glance" view of where each participant stands, and you can share this document with the Agency 360 Program Manager as you discuss the actions needed to move the process along.

Final Checks and Activities

You've printed all the reports. You're almost done! What's left?

1. Make sure that you've turned off notifications for all raters. (See section **Turning Off Notification Reminders)**
2. You may still have a few raters listed as "Not Complete". Those users will continue to see the survey on their To Do lists until you perform this action to "clear out" all surveys.

a. From the **Status** Tab of the Assessment Process Record, Click **Step 4 Review Results**. Notice that the Review Results status is currently "**Not Reviewed**".

b. In the lower left corner, click **Review All Incomplete Assessments**.

c. Confirm the action by clicking **OK**.

d. Click Back To Assessment Process.

e. The Review Results status is now changed to "**Reviewed**" and any remaining surveys have now been removed from raters' To-Do Lists.

f. Search for your process from the Performance Menu and you'll see that it is no longer listed during the default search (Started Processes. Instead, you'll need to search for it among the **Completed** processes.

Recording Completions of the Requirement Item

Per USDA policy, each employee that participates in a 360 assessment must review his report in a feedback session with a qualified feedback facilitator in order to be compliant with the 360 requirement. USDA is currently strengthening its cadre of feedback facilitators. If your agency does not have a feedback facilitator, contact Jake Faibisch of the Virtual University staff to determine if another agency's facilitator would be willing to work with your participants.

Because many USDA employees are geographically distributed, the feedback sessions are often best scheduled as interactive webinars, especially for those employees in the All Employee survey category, Team Leader category and the Supervisor category. Individuals taking the Manager or Executive survey may receive a One-on-One private session with the facilitator.

Completions for your participants must not be recorded until you are sure they attended their feedback session with a qualified feedback facilitator. Your facilitator must provide an accounting of which participants attended the session.

USDA Cultural Transformation policy mandates that each USDA supervisor receive a 360 assessment every three years. In order to document compliance with the requirement, a curriculum, called the **USDA-360 Assessment Tracking Curriculum** will be assigned to each supervisor, manager and executive with a supervisory status of 2. Assessment Items that grant credit for this curriculum include the following:

- **USDA-360-SA**- USDA Supervisor 360 Assessment
- **USDA-360-MA** - USDA Manager 360 Assessment
- **USDA-360-EA** - USDA Executive 360 Assessment
- **USDA-EXT-360** – External 360 Assessment
- **USDA-360-EA-WAIVER** - USDA Executive 360 Assessment Waiver (SES Employees only)

If your participants are Executives (SES employees), and they were assigned an Executive Process and Survey, you'll record credit for Assessment Item ID **USDA-360-EA**. If they are Managers, and they were assigned a Manager Process and Survey, you'll record credit for Assessment Item **ID USDA-360-MA**. Finally, if they are Supervisors, and they were assigned a Supervisor Process and Survey, you'll record credit for **USDA-360-SA**. Recording a completion for these items will automatically put another Assessment Item on the participants To Do List, but with a requirement date 3 years after your recorded completion date.

Supervisors Requesting Out of Role Assessments

Supervisors may request to be assessed using an alternate (Out of Role) competency survey. Please note that the Cultural Transformation Policy requirement states only that a 360 assessment is performed every three years. It does not stipulate which survey must be taken. While an Out of Role Assessment does meet the requirement, you must be sure to record the completion of an Out of Role Assessment using the following IDs:

- **OOR-360-SA**- Out of Role Supervisor 360 Assessment
- **OOR-360-MA** - Out of Role Manager 360 Assessment
- **OOR-360-EA** - Out of Role Executive 360 Assessment
- **OOR-360-TLA**- Out of Role Team Leader 360 Assessment
- **OOR-360-AEA** - Out of Role All Employee 360 Assessment

Please review **Appendix C – Assigning Out of Role Assessment Surveys to Employees** to learn how to set up the Out of Role Assessment Process.

Non Supervisor Assessments

If your participants are not supervisors, they are not subject to the requirement, and will not have a 360 curriculum requirement assigned. Those employees who wish to take an assessment that is aligned with their position in the Leadership Hierarchy, should be assigned one of the following two assessments (items):

- **USDA-360-TLA** – USDA Team Leader 360 Assessment (for those who lead teams or projects)
- **USDA-360-AEA** - USDA All Employee 360 Assessment (for all other employees)

Non-supervisors can also request Out of Role Assessments. If they do, you'll need to assign them one of the following items:

- **OOR-360-SA**- Out of Role Supervisor 360 Assessment
- **OOR-360-MA** - Out of Role Manager 360 Assessment
- **OOR-360-EA** - Out of Role Executive 360 Assessment
- **OOR-360-TLA**- Out of Role Team Leader 360 Assessment
- **OOR-360-AEA** - Out of Role All Employee 360 Assessment

Please review **Appendix C – Assigning Out of Role Assessment Surveys to Employees** to learn how to set up the Out of Role Assessment Process.

You can assign the above assessment items to them during the assessment process. ***Once they complete their feedback session***, you will record completions for those assessments.

For the non-supervisor participant groups, items can be assigned to the participants at any time during the process, but it's a good idea to assign them prior to the printing of the reports and at least two weeks prior to the participants' feedback session so that participants can get them on their calendars. When the feedback facilitator alerts you to the date and time of the feedback session for each group, create a scheduled offering for each group feedback session and register all of the participants of that particular process. Add the facilitator as the instructor. The facility ID for the scheduled offering is **Webinar** (note the capital W) with the Description of **Online Meeting**. The location ID in that facility is **ONLINE-MEETING** with a description of **Details will be sent via email**. By adding the instructor name and by using this facility and location, the participant will receive a registration notification that includes the facilitator's name (in case they have questions or need to reschedule), and will be notified that more details about the webinar will come in an email.

Ask the facilitator for his/her schedule of webinars so that you can keep track of the dates and be prepared to record completions. The facilitator should contact you shortly after each feedback session to let you know who attended and who did not. Record scheduled offering completions for ***only*** those who attended the webinar and ask the facilitator when the make-up sessions will be held for the no-shows, so that you can complete the recordings for all participants. For those participants who receive one-on-one feedback sessions, you'll record completions for the item, since you won't have a scheduled offering. As with the webinars, ask the facilitator to let you know when each session has been completed.

After all completions have been recorded, do one final check to make sure that you've recorded a completion for each participant in the 360 process. This can be done by running an Item Completion Report for each assessment item. Be sure to identify a completion date range for your assessment time frame.

That's it! You've managed the process, printed all your reports and forwarded them on to the facilitator for the feedback session. You've stopped the reminders and closed out the process. You've recorded completions and made sure that everyone that attended a feedback session got credit for the requirement item. You're now ready to start all over again!

Thank you for serving as the AgLearn 360 Process Manager!

Appendix A –TMS Agency Status Document

	A	B	C	D	E	F
1	**Action**	**Date**	**Notes**			
2	Scheduled Offering Registration Cut Off	11-Mar	One week prior to Welcome Communication			
3	Welcome to TMS Assessment Communication & Introduction Meeting	18-Mar	Two weeks prior to assessment start date			
4	Load Participants in AgLearn and setup record	20-Mar	Within two days of Introduction meeting			
5	Create Orientation Webinar and direct link	22-Mar	Within 2 days of loading participants in process record			
6	Welcom Email to Participants - Invite to Orientation with registration link	24-Mar	One week prior to Webinar			
7	Participant emails prospective raters	30-Mar	Deadline is one day prior to Webinar			
8	Orientation Webinar for all participants	31-Mar	Deadline is one day prior to assessment start date			
9	**Assessment Start Date**	**1-Apr**	**<----ENTER DATE HERE**			
10	Reminders for Rater Nomination	8-Apr	One week after Assessment start date			
11	Nominations of Raters Completion - DeadLine	8-Apr	One week after Assessment start date			
12	Reminders start date/frequency to complete assessment	15-Apr	One week prior to Assessment Completion Date			
13	Feedback Session Scheduled Offering Created AgLearn	15-Apr	One week prior to Assessment Completion Date			
14	**Assessments Completion**	**22-Apr**	**<----ENTER DATE HERE**			
15	Feedback Session Save the Date Email Sent by facilitator	22-Apr	On Assessment Completion Date			
16	Turn off reminders to raters	24-Apr	Two days after Assessment Completion			
17	Review all incomplete assessments	24-Apr	Two days after Assessment Completion			
18	Begin printing reports	25-Apr	One day after review completed			
19	Register all participants in feedback session scheduled offering	26-Apr	ASAP after assessment completion date			
20	Finish Printing Reports	29-Apr	One week after Assessment Completion			
21	Facilitations session held	6-May	One week after report deadline			
22	Facilitator sends Roster of feedback session attendees to 360 PM	7-May	One day after previouys task			
23	Facilitator schedules make-up sessions for no-shows, if necessary	8-May	One day after previouys task			
24	Facilitator sends list of make up session attendees to 360 PM	13-May	Within a week after initial feedback session			
25	Record requirement item completions for all feedback session attendees	20-May	Within two weeks after initial feedback session			
26						
27	Final Check: Search for Users with Requirement Item still on TDL. Resolve	27-May	Within one week of final completion recordings			

Figure 10 - Timeline tab of the Status Document

B	C	D	E	F	G	H	I	J	K	L
Participant	**Assessment Type**	**Location**	**Nominated Raters?**	**Self**	**Supv**	**Nominate at least 3 Peers?**	**Nominate at least 3 Direct Subordinates**	**Did 3 Peers complete assessment?**	**Did 3 Direct Subordinates Complete Assessment?**	**Available Report**
Adams, Sue	Manager	DC	Complete	NO	YES	YES	YES	YES	NO	
Baker, Joe	Manager	DC	Complete	YES	YES	YES	YES	YES	NO	
Carter, Sam	Manager	Atlanta	Complete	YES	NO	YES	YES	YES	YES	
Davis, Judy	Manager	DC	Complete	YES	YES	YES	YES	NO	YES	
Elm, Annette	SES	DC	Complete	NO	YES	YES	YES	NO	YES	
Fern, Bob	Supervisor	DesMoines	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Garet, Ann	Supervisor	Atlanta	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Hyacinth, Tanya	Supervisor	Denver	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Iris, Janet	Supervisor	Denver	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Jonquil, Betty	Supervisor	DC	Complete	NO	NO	YES	YES	YES	YES	Regular Report
Karma, Joe	Supervisor	Denver	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Lilac, Daniel	Supervisor	DesMoines	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Melody, Tim	Supervisor	DC	Complete	YES	YES	NO-2	YES	YES	NO-of 2 only 1	Combined Raters
Naster, Grace	Supervisor	DesMoines	Complete	YES	YES	YES	YES	YES	YES	Regular Report
Orchid, Tom	Supervisor	Denver	Complete	YES	YES	YES	YES	YES	NO	
Poppy, Charles	Supervisor	Atlanta	NO	NO	NO	NO	NO	NO	NO	

Figure 11 - Status tab of the Status Document

Appendix B – Sample Welcome Email

Subject: Your Participation in the USDA 360 Assessment program

Thank you again for agreeing to participate in the USDA 360 Assessment pilot, which will begin on **October 30th** . On that date, you will receive an email notification from AgLearn giving you instructions on getting started with the assessment in AgLearn by nominating your raters.

What Participation Involves:

1. **Between now and October 29th**: Contact those you intend to nominate as your raters for the assessment. We recommend that you nominate all of your direct reports and no less than four of your peers. Let these individuals know of your participation in the pilot, your desire for them to provide feedback, and to be alert for a message from AgLearn inviting them to complete your rating. Suggested text for this communication is provided as an attachment to this message.
2. **April 10th, 1:00 PM EDT**. Attend an orientation session about the 360 process. Here you'll learn about the USDA Leadership Competency Framework and the benefits of participating in this pilot. You'll receive job aids on completing the process and will be able to ask questions about your participation. [Click here to confirm your registration in the orientation session](#).
3. **October 30th . – November 13th**. Initiate your 360-degree assessment process in AgLearn.
   a. You'll receive an email from AgLearn.System@ocio.usda.gov, inviting you to login to AgLearn and select the link to nominate your raters.
   b. Complete the nomination process and submit your slate of raters.
4. **November 13th – December 11th**. (Time estimate: 15 minutes): Take the 360-degree self-assessment.
   a. Follow the procedures for taking the assessment in AgLearn.
   b. Your raters will complete the assessment at the same time.
5. **Early January, 2014**. (Time estimate: 90 minutes): Participate in a feedback session, where you will receive your feedback report and guidance on interpreting that information. Some participants will participate in a group webinar feedback session and others will receive one-on-one feedback.

Confidentiality: You and your feedback facilitator are the only ones who will see your complete 360 assessment report. It is up to you to decide if you want to share the report and/or information you glean from the report with others.   Your raters' surveys and comments will also be completely anonymous to you.

For more information on 360-degree assessments, click [here](#) for the USDA 360 SharePoint site.

Appendix C – Assigning Out of Role Assessment Surveys to Employees

As stated in **Matching Participants to the Appropriate Survey**, the USDA Leadership Framework has designated competencies for each of five levels of employees in the USDA hierarchy. In order to analyze data consistently across these populations, it is imperative that employees are assessed at the level that best defines their current position.

However, some agencies would like the flexibility of assigning 360 surveys to employees that are not currently in the associated position. Team AgLearn has designed surveys for this purpose. If your agency wishes to assign an "Out of Role" Assessment, either to supervisor or non-supervisors, please use a process ID that begins with the letters OOR (for "Out of Role"). Team AgLearn has provided templates for you to copy and create your process records. (See xx to learn about the OOR templates. For example: Forest Service wishes to assess employees using the manager set of competencies. Because these employees are not managers (they do not supervise employees who are supervisors), the Forest Service 360 Process Manager will use the OOR Process record template to create her 360 process.

Searching for Process IDs that contain the phrase **TEMPLATE**, are in a **Not Started** Status and are located in the **USDA** domain, the 360 Process Manager can use any of the **OOR** (Out of Role) process templates to create an agency process for out of role participants. The naming convention for an agency's Out of Role manager Process ID would be:

AGENCY-OOR-MGR-MMDD-YYYY   For example, a Forest Service Out of Role Manager assessment that begins on October 3rd, 2015 would have the Process ID of:

FS-OOR-MGR-OCT03-2015

The title (Out of Role Manager 360 Survey) should remain UNCHANGED when the record is copied.

Figure 12 - Available Assessment Processes for Out of Role Assessments